

ICS 7045-88
23 March 1988*with attachment*
*OTM 2-SR*MEMORANDUM FOR: James H. Taylor
Executive Director, CIAFROM:
Deputy Director for Requirements and Evaluation, ICS

SUBJECT: Further Views



1. This memorandum is a followup to our conversation at lunch on Monday, 21 March.

2. I prattle on a lot about "management"--both the noun and the verb--because I think it is the key feature that offers us in US intelligence a chance to keep up with the enlightened world. Most people, or clumps of them--i.e., organizations--have brains, energy, and purpose to one degree or another. In contrast, management is a relative weakness, primarily because it is very hard work. Management certainly is liable to charlatans, but it is extremely necessary and useful.

3. I know I am losing touch with CIA, so my views about it may be off the mark. Being out of the Headquarters Building, which is both a curse and blessing, means I miss a lot.

4. Even so, beyond the things we discussed, there is a concrete thing I can do directly to help you. And that is give you some examples of articles or ideas which I think CIA--and probably most organizations in the world--are ignoring for the most part at their own peril. Attached is a copy of a few of the pieces of material which I have run into just in the last month. I think the relevance of this material to CIA is not so obvious but is certain. I hold the view that there is more to the intelligence business, even at CIA, than just intelligence. And we are supposed to know about all of it.

5. If you had an executive cadre (i.e., a career service) of SIS-4s and above, you could engage those officers with one or more of the ideas in the attached material. But you do not have such a cadre....

6. At the same time, even if you had a cadre to engage, as well as good intentions, you need someone to do the work. (It seems like everything important in life ends up with the same basic question: Who is going to do the work?) My sense is that CIA doesn't have a person with a mandate to find or distribute relevant materials about management and, specifically, opportunities. In this regard, I have also attached a couple of examples of the Table of Contents from the Daily DoD Supplemental newscippings. I find this kind of access invaluable. OPA does something close to this; OPA could do more. I admit that I haven't proposed doing so; my sloth is the reason.

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7. As one area of this hard work, it seems to me that an organization's culture is created by and evolves from the senior leadership of that organization, and that CIA has some obvious and special difficulties in this regard. But even for CIA, a service-oriented organization in theory, the senior leaders don't do much together about customers and their problems. In a local company which I know very well, the Chairman of the Board--in his efforts to change the corporate culture on the issue of customer service--created a separate office. It was headed by a Vice-President for Customer Relations. And the chairman made it clear, in policy, in talk, and in action, that customer service was important; an operating officer in the company slighted customer service at their own peril. This vignette is one example of an organization's senior leadership pulling the organization toward a different future than it would have otherwise. My sense is that, except for talk, CIA's senior leadership (at the SIS-4/5/6 level) isn't doing much as an agency about customer service. In contrast, I think there are some pockets of intense work on customer service below the SIS-4 level. ACIS was one of them.

8. Also attached is a copy of a very interesting viewgraph about losing sight of our purpose. General Custer's grave has a powerful message for us all about the value of intelligence and thoughtful leadership. I like to use this viewgraph to get an audience's attention.

9. As sort of a summary of the underpinning of my own attitude, about the issues at our lunch, I offer two points:

- o Some of the world is sprinting (not just marching or moving) into the future. People and organizations who do not sprint will fall behind.
- o For an organization like CIA to fall behind likely will be catastrophic somehow, somewhere. While CIA's managers can't literally "watch out for every fallen sparrow," all senior managers of US intelligence should be watching out for the big things.

For CIA, what are those big things again? How are we watching out for them again?

If US intelligence falls far behind, to use the current jargon of the business world, "someone will eat us for lunch."

10. I hope this is helpful, but I recognize it may make your life harder not easier. If I may help, either with ideas or in some other way, please let me know.

Attachments: a/s

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